

PERFORMANCE PAY

Arizona Department of Corrections

Performance Pay 2007 Annual Report



Agency: Arizona Department of Corrections

The Arizona Department of Corrections (Department) serves and protects the citizens of the State of Arizona by incarcerating inmates in its correctional facilities and supervising released offenders in the community, throughout their sentences preparing them for re-entry. This is accomplished by periodically assessing the needs and risks of the felons sentenced to the Department and providing the appropriate supervision strategies and program services promoting literacy, employability, sobriety and accountability to crime victims, thereby reducing the possibility of relapse, revocation and recidivism and increasing the likelihood they will be law-abiding and productive throughout their sentences and after their release.

The mission of the Department is to recruit and recognize a well-trained, professional work force to serve and protect our communities and the state's crime victims by effectively employing the field's best security practices and proven re-entry programming to prepare offenders for release and reintegration in Arizona's communities as civil and productive citizens.

The performance pay plan initiative supports all four of the Department's strategic plan issues;

Strategic Issue 1: Improve public safety now through facility and field operations, employing Corrections' best practices.

Strategic Issue 2: Improve public safety later by reducing offenders' relapse, revocation and recidivism through evidence-based strategies and services.

Strategic Issue 3: Recruit, retain and recognize excellent Department staff representing our flagship agency.

Strategic Issue 4: Provide victim-focused and victim friendly services to crime victims and survivors.

The first performance pay measure, "*CO Series Core Competency Test Scores*," supports Strategic Issue 1 by ensuring public safety now is achieved by employing a cadre of staff who is knowledgeable and proficient in the Department's core competencies. Ninety percent of the Department's staff in the CO series must achieve a passing score to meet this performance measure target.

The second performance measure, "*ADC State Correctional Institutions Peer Audit Outcomes*," supports Strategic Issues 1 and 3 through the regular evaluation of each prison's compliance with policies and procedures, ensuring Corrections' best practices are followed through peer auditing and achieving audit scores of 90 percent or greater. Embedded in the peer audit system is the utilization of Department staff as auditors whose leadership and skill level establishes them as specific subject matter experts in their job classification.

The third and fourth performance measures, “*Full Time Employment of Programmable State Inmates in ADC facilities*” and “*Community Betterment Hours Provided by State Inmates*,” supports Strategic Issues 1 and 2 by optimizing evidence-based inmate job, education and treatment opportunities to decrease inmate idleness, better prepare inmates for release with real-world job training and provide Arizona taxpayers with a highly efficient state agency by utilizing inmate work crews assigned to community betterment activities as provided by inter-governmental agreements.

The fifth performance measure, “Cash and In-kind Contributions by State Inmates to Crime Victim Organizations,” supports Strategic Issue 4 by engaging the inmate population in victim focused activities by which they make reparation to the crime victim community for their criminal conduct through cash and in-kind contributions effectively expressing awareness of and remorse for the impact they have had on crime victims.

Agency Design

Eligibility/Participation

The measures of the Department’s Performance Pay Plan apply to all staff. In the development of these measures, the Department held a series of town hall meetings at five prisons with staff representation from all three divisions (Offender Operations, Program Services and Support Services) and the ADOA Statewide Performance Pay Administrator. During these meetings over 65 recommendations were submitted and reviewed. The Director established a performance pay workgroup to solicit and evaluate staff’s recommendations, held several meetings and provided a final set of five recommendations for adoption. The Department committed as an agency to meet or exceed at least three of its five measures so that all of its employees remain eligible and continue to receive performance pay.

Timing

The Department’s Performance Pay Plan is measured and distributed on a quarterly schedule, synchronized with the State’s fiscal calendar.

Structure/Hierarchy

As all Department staff, regardless of job classification, contributes to the Department’s commitment to Public Safety now and later, all employees from each division, bureau, prison complex and prison unit contribute to each of the five measures in the ADC Performance Pay Plan.

Measures & Results

Measure #1: CO Series Core Competency Testing

The purpose of the *CO Series Core Competency Testing* measure is to ensure at least 90 percent of Department staff in the CO Series tested during the quarter achieves a passing score on the core competency test. Public Safety is achieved and sustained by a workforce whose personnel are knowledgeable and proficient in the Department's core competencies and when units and sections in the Department consistently comply in full with essential policies and procedures.

Security Core Competency Testing Measurement Summary		Target: % of Staff With a Passing Score	Total Staff Tested	Total Staff with a Passing Score	% of Staff With a Passing Score
Calendar Year 2007					
January February March	ASPC – Perryville		621	611	98%
	ASPC – Tucson		989	961	97%
	ASPC – Lewis		899	885	98%
	Quarter Results (Practice)	90%	2,509	2,457	98%
April May June	ASPC – Eyman		946	932	99%
	ASPC – Florence		807	793	98%
	COTA		13	13	100%
	Quarter Results	90%	1,766	1,738	98.4%
July August September	ASPC – Safford		284	283	99.65%
	ASPC – Winslow		367	363	98.90%
	ASPC – Yuma		520	519	99.80%
	Quarter Results	90%	1,171	1,165	99.49%
October November December	ASPC-Douglas		513	511	99%
	ASPC-Phoenix		317	317	100%
	Central Office		40	40	100%
	Quarter Results	90%	870	868	99.77%

The Department has met this Performance Pay Plan target in each measured quarter. During Calendar Year 2007 as a whole, 6,316 staff in all ten prison complexes and supporting facilities was tested in Core Competencies.

Measure #2: ADC State Correctional Institutions Peer Audits Outcomes

The purpose of the *Department's State Correctional Institutions Peer Audits Outcomes* performance measure is for all State prisons to achieve an average compliance score of 90 percent or higher during their annual peer audit. This process which assesses every prison when coupled with the first performance measure, Core Competency testing, which assesses every officer, substantively improves Public Safety now by auditing every secure facility for compliance with policies and practices and providing opportunities to identify and implement the field's newest best practices.

Peer Review Measurement Summary		Target: % of Compliance	Total Elements Evaluated	Total Elements in Compliance	Percentage in Compliance
Calendar Year 2007					
January February March	ASPC – Yuma, 4 units		7,514	7,490	99.68%
	ASPC – Perryville, 8 units		17,998	17,987	99.94%
	Quarter Results for 12 units (Practice)	90%	25,512	25,477	99.86%
April May June	ASPC - Safford, 4 units		7,894	7,883	99.86%
	ASPC - Phoenix, 4 units		7,546	7,532	99.81%
	ASPC - Winslow, 4 units		7,557	7,553	99.95%
	Quarter Results for 12 units	90%	22,997	22,968	99.87%
July August September	ASPC - Douglas, 6 units		14,732	14,698	99.77%
	ASPC - Tucson, 9 units		20,724	20,698	99.87%
	Quarter Results for 15 units	90%	35,456	35,396	99.83%
October November December	ASPC - Florence, 7 units		18,068	18,059	99.95%
	ASPC - Lewis, 7 units		16,355	16,306	99.70%
	Quarter Results for 14 units	90%	34,423	34,365	99.83%

The Department met this Performance Pay Plan target in each measured quarter. Nine of the ten prison complexes were audited during Calendar Year 2007, the tenth prison complex (ASPC-Eyman) was audited January 2008 per the published fiscal year quarterly schedule. Each prison is evaluated on performance elements to ensure the prison is operating within the Department's prescribed policies and procedures. During Calendar Year 2007, all nine prison complexes achieved a compliance score above 99%.

Measure #3: Full Time Employment of Programmable State Inmates in ADC facilities

The purpose of the *Full Time Employment of Programmable State Inmates in ADC facilities* performance measure is to ensure all eligible inmates are productively engaged in work, education and/or treatment. The Department has committed to engage as many inmates as possible to mitigate institutional idleness and overcrowding by requiring inmates to work and participate in education and treatment commensurate with need. Since 97percent of all inmates sentenced to the Department will return to the communities in which they were sentenced, we require every inmate to acquire real-world skills starting day one of their sentence and continuing to the last day of their community supervision to prepare them for re-entry equipped to avoid relapse, revocation and recidivism.

Full Time Employment of Eligible Inmates Measurement Summary		Target: %of Eligible Inmates Employed	Total Inmates Eligible	Total Inmates Employed	Percentage of Inmates Employed
Calendar Year 2007					
January February March					
	Quarter Results (Practice)	50%	58,773	35,583	59.5%
April May June					
	Quarter Results	50%	72,073	38,112	52.9%
July August September					
	Quarter Results	50%	61,785	36,181	58.6%
October November December					
	Quarter Results	50%	61,797	32,377	52.4%

The Department met this Performance Pay Plan target in each measured quarter. During Calendar Year 2007, 80 percent of the inmate population was engaged in work, education and/or treatment with 56 percent of the eligible inmate population engaged full time and 24 percent, part time. The Department has experienced a continued decrease in institutional violence and promising

recidivism trends in the community as a direct result of staff's efforts to focus and press the inmate population to remain engaged in work, education and treatment.

Measure #4: Community Betterment Hours Provided by State Inmates

The purpose of the *Community Betterment Hours Provided by State Inmates* performance measure is to ensure the Department continues to provide high levels of public safety, service and cost savings to the taxpayers of Arizona through inter-governmental agreements (IGA) and community betterment projects. These programs press the inmate population to develop job skills and habits that enhance their pre-release preparation and decrease institutional idleness.

Community Betterment Hours Measurement Summary		Target: Number of Hours	Total Hours of Service
Calendar Year 2007			
January February March	Community Betterment Project Hours		26,435
	Public Sector Work Crew Hours		317,378
	ADOT Crew Work Hours		60,887
	Fire Suppression/Brush Abatement Hours		47,511
	Quarter Results (Practice)	300,000	452,211
April May June	Community Betterment Project Hours		40,324
	Public Sector Work Crew Hours		311,779
	ADOT Crew Work Hours		54,077
	Fire Suppression/Brush Abatement Hours		86,748
	Quarter Results	300,000	492,928
July August September	Community Betterment Project Hours		25,685
	Public Sector Work Crew Hours		320,633
	ADOT Crew Work Hours		53,240
	Fire Suppression/Brush Abatement Hours		108,125
	Quarter Results	300,000	507,683
October November December	Community Betterment Project Hours		28,357
	Public Sector Work Crew Hours		364,610
	ADOT Crew Work Hours		49,592
	Fire Suppression/Brush Abatement Hours		48,776
	Quarter Results	300,000	491,335

The Department met this Performance Pay Plan target in each measured quarter. In Calendar Year 2007, we delivered 1,944,157 hours through inter-governmental agreements and community betterment projects. The cost avoidance enjoyed by Arizona taxpayers exceeded \$13 million with inmate labor valued at the state's minimum hourly wage of \$6.75.

Measure #5: Cash and In-kind Contributions by State Inmates to Crime Victims' Organizations

The purpose of the *Cash and In-kind Contributions by State Inmates to Crime Victims' Organizations* is premised on our expectation that inmates and offenders are accountable to crime victims for their criminal conduct and responsible for reparation and restoration to communities impacted by their criminal conduct. Thus, in addition to court-ordered restitution, the Department expects inmates and offenders to engage in activities that help make our communities whole and substantively demonstrate their remorse to victims for their criminal conduct. These activities include cash donations and in-kind contributions to Arizona's crime victims' organizations.

Victim-Focused Contributions Measurement Summary		Target: Past 12 Month's Contributions	Total Cash and In-Kind Contributions
Calendar Year 2007			
January February March	Rolling 12-Month Total Quarter Results (Practice)	\$75,000	\$374,979
April May June	Rolling 12-Month Total Quarter Results	\$75,000	\$446,927
July August September	Rolling 12-Month Total Quarter Results	\$75,000	\$479,843
October November December	Rolling 12-Month Total Quarter Results	\$75,000	\$555,642

The Department met this Performance Pay Plan target in each measured quarter. In Calendar Year 2007, state inmates guided by Department staff donated crime victims' organizations in Arizona over \$550,000 in cash and in-kind contributions to the crime victims' community demonstrating the inmate population's resolve to make amend.

Conclusion

The Arizona Department of Corrections' Performance Pay Plan encourages staff to focus on outcomes that directly and positively impact the state and its citizens. Striving to meet and exceed each of the five performance measures, Department staff has excelled in the knowledge of and proficiency in the performance of their duties with every prison operating in compliance with published policies and procedures and the field's best practices. Today, inmates are confined in a correctional system whose real world expectations includes literacy, sobriety and employment directly benefiting the communities to which they will return and Arizona's taxpayers who finance the Department.

These five performance measures support and sustain the Department's Strategic Plan and directly contribute to improved pre-release preparation and better long-term outcomes. They help to reduce institutional idleness which lowers institutional violence lowering inmate-on-inmate and inmate-on-staff assaults, cutting inmate grievances and lawsuits, increasing the number of inmates earning GED and Work-Based Education certificates and reducing relapse, technical revocations and recidivism. In short, our five performance measures recognize and reward Department staff all of whom focus and press to improve Public Safety Now and Later.